5 December 1972

MEMORANDUM FOR: SA/CD

SUBJECT   :   MAG Recommendations on Training's Role
                     in Personnel Management

REFERENCE   :   DTR Memo to ExDir-Compt, same subject,
                     dated 17 November 1972

      With respect to the application of your comments to the
situation of the Training Officer in the CS, I find a couple
of areas in which I cannot agree.

      a. Role of the Training Officer. I cannot agree
that the component TRO should be assigned to the ad-
ministrative staff of the area divisions, particularly
if this means the Support Staff. If the Personnel
Management Group or equivalent is meant, however, I
would concur that this is exactly where he belongs,
since this group is customarily headed by, if not
made up of, competent operations officers with field
experience. Neither MAG nor the OTR response devotes
itself to the kind of background a component TRO
should have. Experience in the Operations School
would lead one to the conclusion that he should come
from an operational background and have shown ability
as a supervisor. Only with these two prerequisites,
in my view, can he be expected to combine concern for
an orderly career development with an interested know-
ledge of training content and needs. My feeling has
long been that staff officer training has suffered
in the DDP because responsibility for it was located
in the hands of support personnel who could not bring
to bear the proper understanding of the relationship
between operational needs and training content.

      b. OTR's Role. My principal point of disagreement
here is that, again with specific reference to the CS,
OTR does not have a clearly defined role with respect
to the monitoring, evaluation or improvement of component
training. Virtually our only knowledge of this training

(TSD, SB, ██████ is through the medium of the
Component Training Reports submitted annually.
These carry only statistical data. Although I'm
not sure we have the inherent capability to bring
any special expertise to bear in these areas, if
there is a contribution to be made - either in
content or method - we are not making it.

STATINTL

████████████████

Chief, Operations School/TR

STATINTL

- 2 -